

INSTRUCTIONS FOR USE OF FORM FS-315, EFFICIENCY REPORT

1. Personnel Rated

Form FS-315 shall be used to report on the performance of categories of personnel as listed in 1 FSM IV 573.1.

2. General

2.1 Designation of Rating Officer

The rating officer, designated in accordance with 1 FSM IV 573.4, is normally the immediate supervisor of the person being rated.

2.2 Importance of Narrative Section

2.21 Part VI, the narrative section of the efficiency report, is considered by far the most important portion of the report. Selection Boards and Review Panel members attach little significance to markings in the other parts of the report which are not justified by specific statements and examples in Part VI. (See paragraph 3.8 below.)

2.22 In writing the narrative, the rating officer should attempt to enable a reader who has never seen the rated officer to visualize the latter's capabilities and potential. Concrete illustrations, such as the rated officer's demonstrated ability or lack thereof in the performance of specific major tasks, are far more useful than repetitive praise or generalized criticism. Such a complete report may well have to exceed 2 pages of narrative text, but rating officers are urged to be as concise as possible consistent with the objective, and to eliminate lengthy unsupported adulation or condemnation. The use of alphabetical symbols not widely known should be avoided. Any relatively high or low markings in Parts I, II, or III should be justified by statements and examples cited in the narrative section.

2.3 Copying Old Reports

Selection Boards have complained that rating officers frequently repeat entire paragraphs from reports covering previous rating periods. If a rating officer has no change to report in what he himself has previously reported, he should so state.

2.4 The Problem of Rating Specialists Against Generalists

Expansion of the officer corps has increased the number of officers in the Service with highly specialized backgrounds. Selection Boards have been concerned with the problem of rating such officers against other members of their class. Rating officers should evaluate these officers in the light of the following statements:

- a. All officers, whether or not they are specialists and regardless of the particular type of work in which they are engaged, should be comparatively evaluated, by class, on the basis of their conduct, attitude, relations with others, cooperativeness, initiative, and other criteria of general nature. On these points, the officer whose experience is limited in breadth can nonetheless be evaluated by comparison with all other officers of the same class.
- b. All officers are expected to meet a minimum standard of representational performance incident to living abroad as representatives of the United States. However, the relative importance of the representational factor varies depending on the nature of the officer's duties and the level of his responsibility.
- c. Officers shall not be downgraded because of lack of experience in several or more of the various Foreign Service functions. However, all officers are required to be as familiar with all types of Foreign Service operations as is necessary or useful to the conduct of their own work.
- d. Ideally, an officer's proficiency in executing his assigned duties should be compared with that of other officers in the same class with the same responsibilities, although a rating officer, especially at a smaller post, may find it impossible to make such a comparison. Consequently, the rating officer must consider (1) whether the officer has exceeded or fallen short of what he considers to be an acceptable standard of performance, (2) whether the officer's class level is above or below the classification grade of the position he occupies, and (3) how the officer's performance compares with that of other officers doing similar or related work. Selection Boards consider an officer's total background of training and experience, his age, and time in class in judging the degree of effectiveness that normally might be expected of him.

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- e. Selection Boards, in addition to considering performance factors, take into account an officer's potential or lack thereof for assuming increased or different responsibilities. Rating officers should, therefore, report on these factors as well.

3. Instructions to Rating Officers

3.1 Heading

In addition to checking appropriate boxes, complete each space as indicated below:

- a. Officer Being Rated - surname, given name, initial (e.g., Hudson, Sidney K.).
- b. Class - indicate class of employee as of end of rating period.
- c. Classification Title of Position - functional title of the position as approved by the Department. If position is not yet officially classified, indicate "Recommended" and report the classification title recommended for the position.
- d. Class - class level of position as allocated by the Department or as recommended for the position.
- e. Functional Title of Officer Being Rated - functional title used by the post in identifying the officer's assignment, such as Screening Officer, Executive Officer, etc. On Departmental assignments indicate organizational level, such as Country Desk Officer, Deputy Office Director, etc.
- f. Diplomatic or Consular Title (If Any) - any diplomatic or consular title which may have been assigned. Leave blank on Departmental assignments.
- g. Post - post at which rated officer served during rating period (e.g., Habana, Tel Aviv, Washington).
- h. Date of Arrival - date officer entered on duty at the post.
- i. Period Covered by Report - indicate inclusive dates. (see 1 FSM IV 574.)

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- j. Date Submitted to Department - if report submitted to another post for review (see para. 4 below) give date of such submission instead.
- k. Signatures -
 - 1. Rating officer - sign the original copy of the report here when it has been completed.
 - 2. Reviewing officer - indicate name, functional title and class of the officer designated by the principal officer to review the report (1 FSM IV 573.5), leaving space for his signature blank.

3.2 General Instructions

Read carefully. Avoid marking all factors and qualities at the same level in Parts I, II and III.

3.3 Part I - Evaluation of Duties Performed

A. Description of Duties

Follow instructions on the form. For positions the functions of which are less well known, do not merely give a title. For example, the position of "Special Assistant" to the Ambassador or to other high-ranking officers needs full explanation of the special assistant's duties.

B. Performance Evaluation by Position Functions

Follow instructions on the form. Remember to indicate the percentage of time spent on different functions. For purposes of uniformity the functional categories and subcategories listed below should normally be used:

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POLITICAL

- Negotiation
- Strategy
- International Political Movements
- Politico-Military Relations
- International Organization Affairs
- Reporting and Representation
(specific country or area)

CONSULAR

- Passport & Citizenship
- Notarial
- Protection and Welfare
- Veterans
- Shipping
- Visa Services

ECONOMIC

- Negotiation
- Strategy (including East-West Trade)
- Military Relations
- Finance
- International Trade and Commercial
Policy
- Investment & Economic Development
- Commercial Representation & Reporting
- Industrial Analysis
- Commodity Policy
- Agriculture
- Petroleum
- Minerals & Metals
- Fuel & Power
- Atomic Energy
- Transport & Communications - General
 - Civil Air
 - Shipping
 - Telecommunications
- Labor
- Reporting & Representation
(Specific country or area)
- Business Economics (Dept. Only)

ADMINISTRATION

- Personnel
- Budget
- Fiscal
- Organization & Management
- Protocol (Immunities,
Privileges, Arrangements)
- Records Administration
- Communication
- General Services
- Courier & Pouch
- Foreign Buildings
- Realty
- Security
- Translating - Interp. - Gen.
- Training - General
 - " - International
Studies
 - " - Languages
 - " - Management
 - " - Consular
 - " - Clerical

INTELLIGENCE

- Research on specific country
or area
- Labor
- Minerals
- Agriculture
- Transportation
- International Trade and Development
- International Political Movements
- Intelligence Collection
- Editorial

PUBLIC AFFAIRS

- Press
- Motion Picture, Radio,
Television
- Publications
- Education
- Public Liaison
- Speech Writing
- Distribution
- Public Opinion
- Cultural

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3.4 Part II - Personal Qualities

Follow instructions on the form. For purposes of uniformity, the qualities are defined as follows:

- No. 1. Ability - the officer's aptitude, capacity, courage and competence as a representative of the United States abroad and as a member of the Foreign Service as compared with individuals of similar experience and rank.
- No. 2. Conduct - the officer's manner of conducting himself both at and away from the office. Does his conduct reflect credit on the Service?
- No. 3. Industry - the degree of vigilance habitually accorded any assignment or pursuit, and steady attention given to the business at hand.
- No. 4. Dependability - trustworthiness, reliability, and capacity for doing what is expected at the proper time without direct supervision.
- No. 5. General Usefulness - general utility to the post, involving not only the performance of his assignment but especially his willingness and ability to help others in an emergency or when otherwise required.
- No. 6. Judgment - officer's ability to make correct decisions and to time actions effectively without detailed instructions, to weigh importance and foresee consequences of various lines of action, and to seek advice from the right person at the right time and evaluate that advice.
- No. 7. Ability to Get Along With Others - officer's business and social relationships, his tact in dealing with others, and his sympathetic regard for the problems of others.
- No. 8. Tactfulness - officer's ability to perceive appropriate conduct and act accordingly in varying situations, his sense of discretion and fitness in personal relations, and his ability to correct, direct and advise employees and associates without giving offense.

- No. 9. Initiative - officer's ability to recognize what is needed; his ability to suggest, improve and install new methods for increased efficiency; and evidence of initiative and capacity to attempt untried or difficult tasks.
- No. 10. Resourcefulness - officer's ability to devise quickly appropriate means to accomplish a desired result, and his alertness in developing apt solutions with minimum of guidance.
- No. 11. Decisiveness - officer's ability to reach sound conclusions promptly, and his ability to determine a definite and proper course of action.
- No. 12. Forcefulness - officer's confidence in his convictions, his ability to present a case in a convincing manner, and his courage and ability to meet resistance or inertia squarely.
- No. 13. Adaptability - scope and range of officer's aptitude as demonstrated on the job, his ease in mastering new responsibilities, his capacity for anticipating need for shift of emphasis, and his sense of changing circumstances and promptness in conforming with new professional and social patterns.
- No. 14. Cooperativeness - officer's attitude toward his assignment, supervisors, subordinates, the public, and the Service; his sense of organizational loyalty; his ability to adjust to administrative discipline; and his willingness to work with and for others.
- No. 15. Patience - officer's calmness and self-possession under stress, his ability to accept tedious unrewarding tasks with equanimity, and his sense of timing and capacity for composed waiting to achieve ultimately a desired effect.
- No. 16. Sense of Humor - officer's sympathetic awareness of natural frailties in himself and others; his flair for sensing the timing and appropriateness of introducing humor to relieve tension, pressure or emotional stress in trying circumstances; his capacity for fair self-appraisal; and his understanding of his proper role in official and social circumstances.
- No. 17. Good Manners and Politeness - evidences of officer's inherent courtesy, even temper, amiability and refinement.

3.5 Part III - Other Factors

Follow instructions as given on the form. As an aid to accuracy and uniformity in rating, each of the factors is defined below. Use the "not observed" or "not pertinent" columns where appropriate. Factors are not applicable to specialized assignments only, nor are they necessarily inter-related. It is quite possible for an officer to have demonstrated a high degree of competence in one factor while being considered below standard in others. Careful evaluation of each factor as a separate item will substantially increase the validity of the rating.

FACTOR DEFINITIONS

- No. 1. Understanding of Political Factors - officer's breadth of background and grasp of essential aspects of political forces, their significant implications and underlying principles, and their applicability to national and international trends, potentials and developments.
- No. 2. Understanding of Economic Factors - officer's breadth of background and grasp of essential aspects of economic factors, their significant implications and underlying principles, and their applicability to national and international trends, potentials and developments.
- No. 3. Understanding of Public Affairs Programs and Techniques - officer's knowledge of the broad objectives, underlying intent and significant implications of information and educational programs and of the techniques and methods of conducting such programs.
- No. 4. Understanding of Administrative Practices - officer's familiarity with personnel procedures, space management, transportation, communications, supply, budget and fiscal matters, organization and management techniques, employee welfare programs, etc.
- No. 5. Understanding of Consular Duties - officer's knowledge of the laws and regulations governing the issuance of visas and passports and the performance of other consular duties.
- No. 6. Understanding of Intelligence Functions - officer's breadth of background in the various aspects of the intelligence function, knowledge of the broad objectives of the function and techniques for reaching them.

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- No. 7. Effectiveness in Applying Laws and Regulations - officer's demonstrated ability in the application of laws and regulations during the rating period.
- No. 8. Thoroughness and Accuracy of Work - necessity for verifying adequacy and accuracy of officer's completed work; degree of exactness, precision and conformity to standards or facts; and degree of acceptability of completed work as final.
- No. 9. Power and Accuracy of Observation - officer's shrewdness of perception and his ability to distinguish the significant from the insignificant in any situation.
- No. 10. Effectiveness of Written Expression - officer's ability to present logically developed, concise grammatical reports, his aptitude for evaluation of data with exclusion of the unimportant, and his ability to avoid over-technical nomenclature.
- No. 11. Effectiveness of Oral Expression - officer's intelligibility, distinctness, forcefulness of speech, and choice of words.
- No. 12. Negotiating Ability - officer's tact, persistency and forcefulness in reaching agreement with others; the scope of his technical and professional knowledge of negotiable matters; his articulateness and poise in conference environment; and his faculty for astute compromise without sacrifice of ultimate aims.
- No. 13. Skill in Dealing With the Public - officer's ability correctly to apply laws and regulations without regard to personal prejudice or bias, and his ability to resist pressures and to say "no" convincingly when required without offending those seeking service or favors.
- No. 14. Effectiveness as Supervisor - officer's ability to secure maximum cooperation and effectiveness from subordinates and to stimulate their growth and development without unfavorable effect on morale.
- No. 15. Managerial Effectiveness - officer's ability to plan, organize and direct a program or work project and to provide the necessary leadership for a staff.

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No. 16. Cost Consciousness - officer's apparent interest in the prudent use of public funds and his effectiveness toward that end.

No. 17. Security Consciousness - officer's adherence to necessary and established security precautions, including personal security, security of documents, and physical security.

3.6 Part IV - Language

Follow instructions on the form.

3.7 Part V - Over-All Rating

Follow instructions on the form. The over-all rating at the officer level has no automatic significance (except possible denial of in-class salary increases for regular Reserve officers). There should be a correlation between over-all rating and those factors in Parts I, II and III of major importance in the assignment. The rating given must be justified by the comments in Part VI.

3.8 Part VI - Comprehensive Comments and Recommendations

The various aspects which should be considered in developing the narrative are indicated on the form under each key word or phrase. Certain topics have additional aspects not mentioned in the limited space on the form which merit consideration. These topics are:

- A. Personal: Discussion of this topic in narrative form provides an opportunity for more detailed consideration of the qualities set forth in Part II. "Character", a topic to be discussed under this heading, is specifically mentioned in the Foreign Service Act of 1946 as one of the factors information on which shall constitute an efficiency record.
- B. Performance: Similarly, discussion of this topic is linked directly to Parts I and III of the form. Information on "Quality of Work" is also a statutory component of an efficiency record.

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- C. Executive Ability: Selection Boards look for this topic to be fully developed on intermediate and senior grade officers. Estimate the officer's potential for broad and heavy professional responsibilities and give the grounds for the estimate. Indicate his willingness to delegate responsibility and his skill in keeping an organization in a state of good morale, running smoothly and efficiently. Discuss his capacity to obtain teamwork, to maintain discipline, and to elicit the respect and loyalty of those supervised.
- F. Representation: Indicate whether representational responsibilities are inherent in the position.
- N. Promotion: Do not simply urge immediate promotion or promotion when eligible. Consider the officer's promotability relative to time in class, age, demonstrated capacity to perform at a higher level, and other appropriate factors.
- P. Summary: Describe factors outside the assignment such as domestic problems, health, etc., which may have affected performance. If the rating officer is not the rated officer's immediate supervisor, explain the circumstances.
- Q. Justification: Either the top or bottom statement reflects a level of performance which is applicable to only a very small percentage of officers in any class and should only be assigned following the most thorough and objective evaluation of performance. Full and complete justification is required for such ratings.

4. Part VII - Reviewing Officer's Statement

Follow instructions on the form. The rated officer is entitled to have his efficiency report reviewed. If no review at the post is possible, a senior officer at the supervisory post should be given an opportunity to review if at all feasible.

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